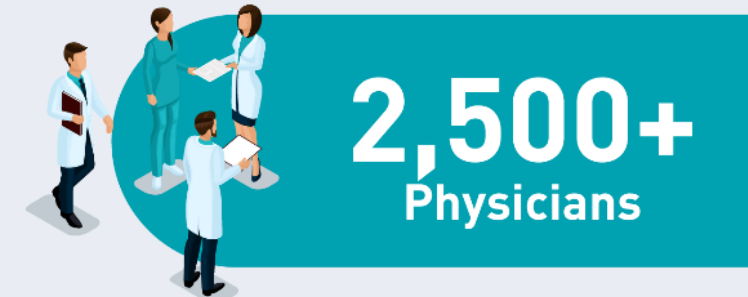# Texas House County Affairs Committee
March 11, 2021

George B Hernandez, Jr.

President/CEO

University Health

WHO WE ARE...
COMPREHENSIVE NETWORK

2 ExpressMed Urgent Care Centers

2 Ambulatory Surgery Centers

4 School-based Health Centers

More than **25** Outpatient Care Centers

3 Dialysis Centers

University Hospital (Level I trauma center)

2 HealthyUexpress Mobile Units

University Health

9,000+ Employees

2,500+ Physicians

University Medicine Associates: Nonprofit provider group practice

Community First Health Plan: Nonprofit managed care organization

Care Link membership program for uninsured residents

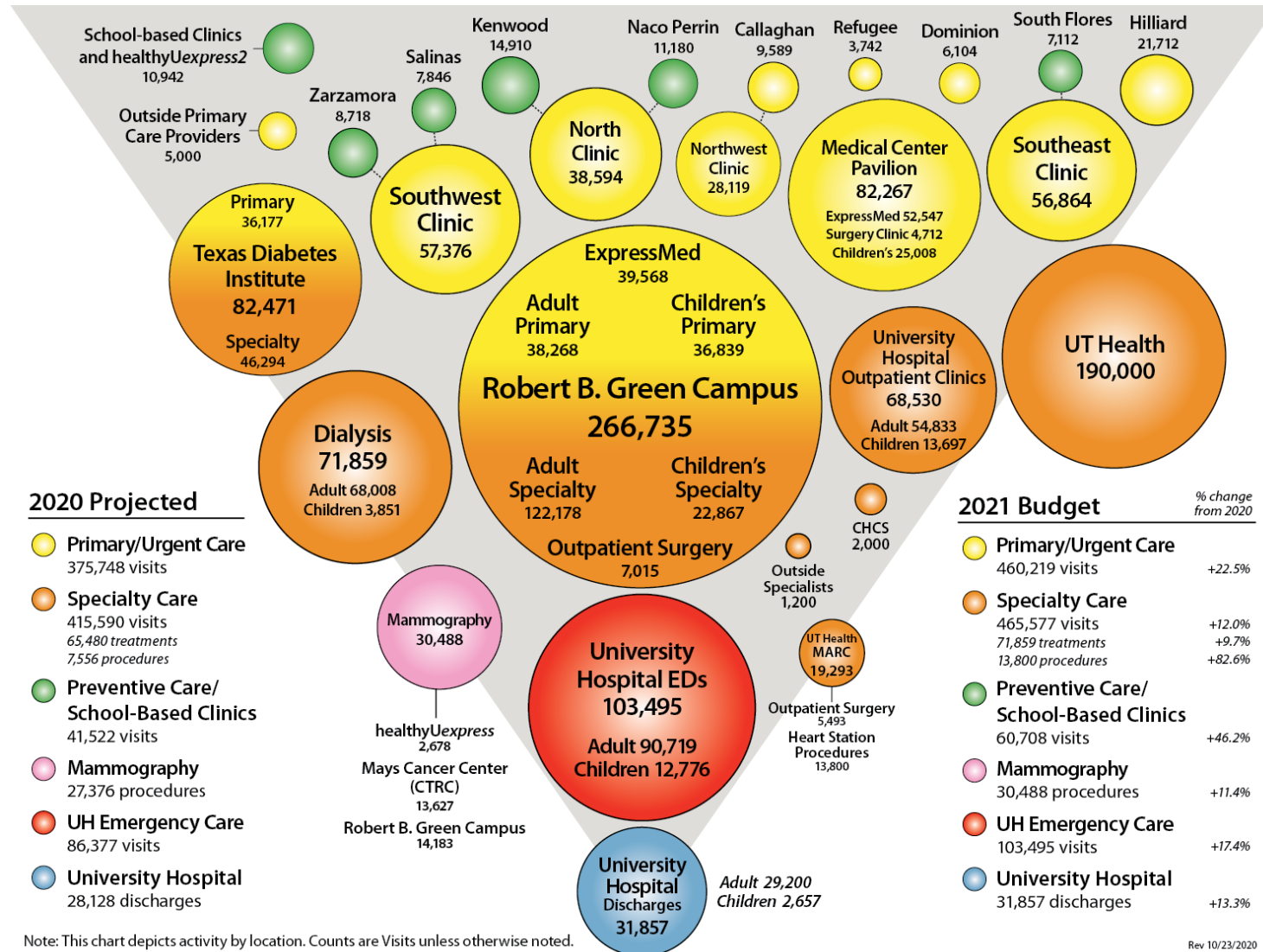# A tradition of leadership. Driven by values

- Robert B. Green Memorial hospital -1917

- Bexar County Hospital District - 1955

- Affiliation with UT Health San Antonio - 1968

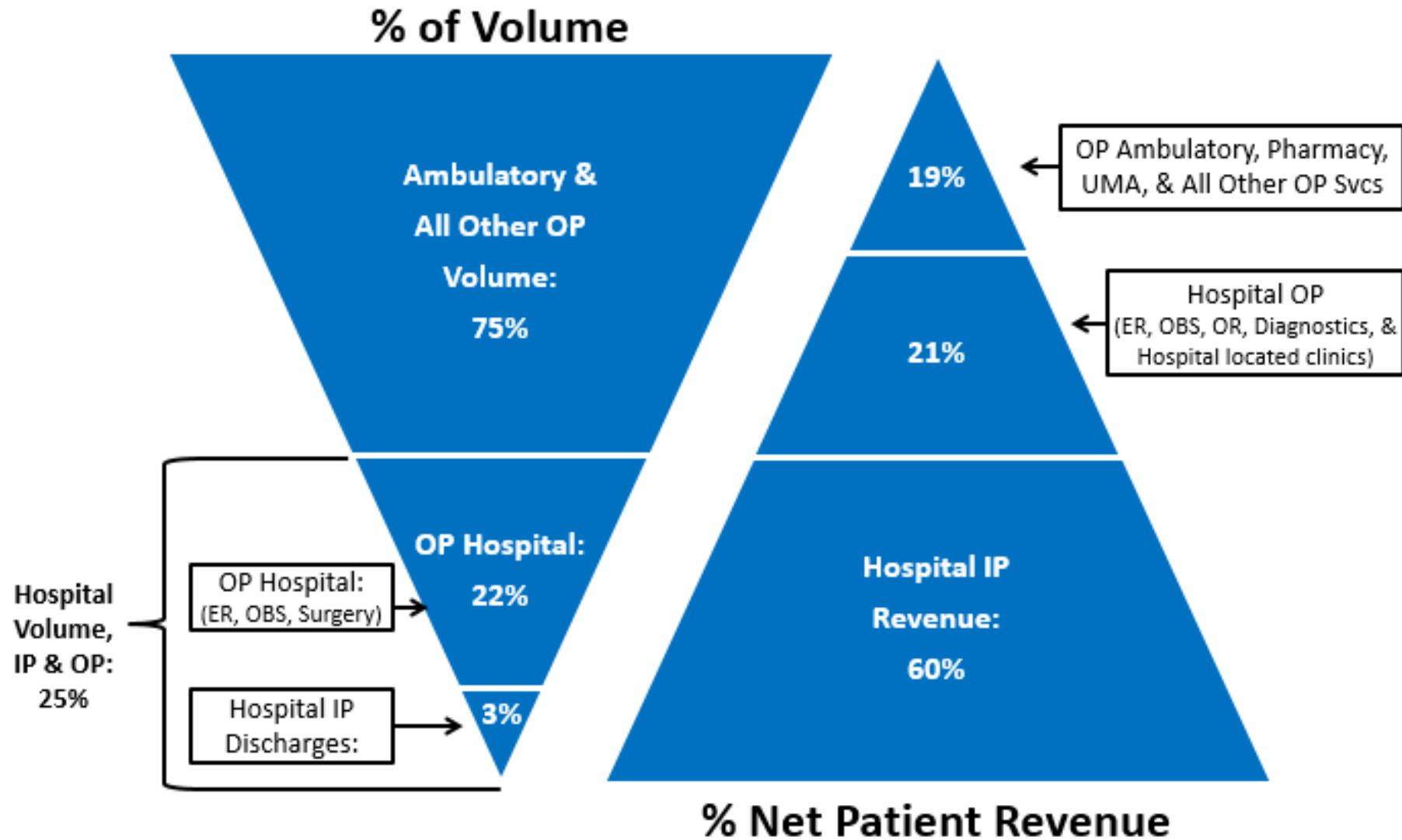- South Texas' first Nurse Magnet health system - since 2010

Our patient care will be:
- High quality and compassionate above all,
- Attentive, kind and helpful without exception, and
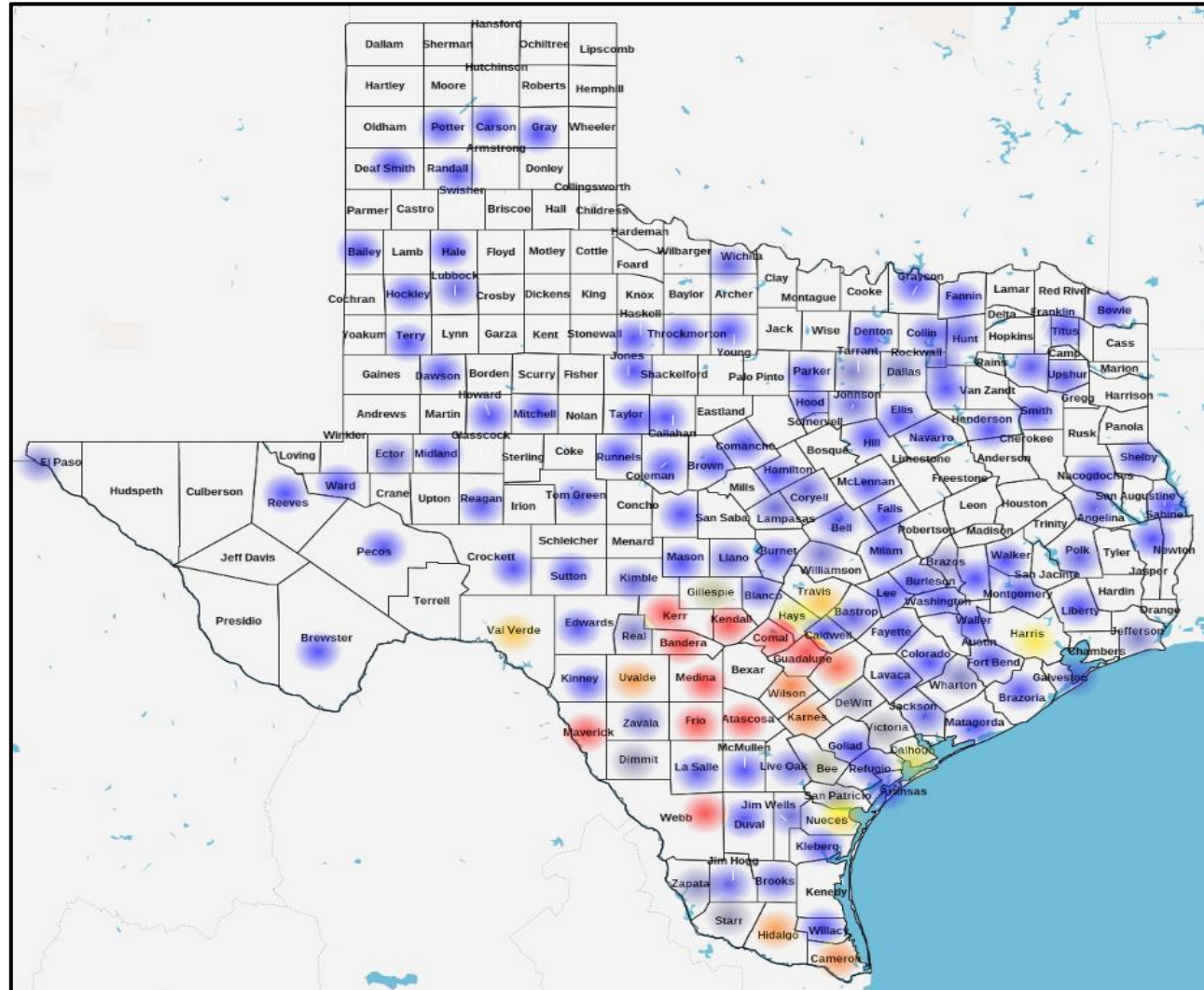- Wise in the use of resources.

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More than a Hospital

School-based Clinics and healthy*U*express2 — 10,942

Outside Primary Care Providers — 5,000

Zarzamora — 8,718

Salinas — 7,846

Kenwood — 14,910

Naco Perrin — 11,180

Callaghan — 9,589

Refugee — 3,742

Dominion — 6,104

South Flores — 7,112

Hilliard — 21,712

North Clinic — 38,594

Northwest Clinic — 28,119

Medical Center Pavilion — 82,267
ExpressMed 52,547
Surgery Clinic 4,712
Children's 25,008

Southeast Clinic — 56,864

Primary — 36,177

Southwest Clinic — 57,376

Texas Diabetes Institute — 82,471
Specialty 46,294

ExpressMed — 39,568
Adult Primary 38,268
Children's Primary 36,839

Robert B. Green Campus — 266,735
Adult Specialty 122,178
Children's Specialty 22,867
Outpatient Surgery 7,015

University Hospital Outpatient Clinics — 68,530
Adult 54,833
Children 13,697

UT Health — 190,000

Dialysis — 71,859
Adult 68,008
Children 3,851

CHCS — 2,000

Outside Specialists — 1,200

Mammography — 30,488

University Hospital EDs — 103,495
Adult 90,719
Children 12,776

UT Health MARC — 19,293

Outpatient Surgery — 5,493
Heart Station Procedures — 13,800

healthy*U*express — 2,678

Mays Cancer Center (CTRC) — 13,627

Robert B. Green Campus — 14,183

University Hospital Discharges — 31,857
Adult 29,200
Children 2,657

2020 Projected

- **Primary/Urgent Care** — 375,748 visits
- **Specialty Care** — 415,590 visits
  65,480 treatments
  7,556 procedures
- **Preventive Care/School-Based Clinics** — 41,522 visits
- **Mammography** — 27,376 procedures
- **UH Emergency Care** — 86,377 visits
- **University Hospital** — 28,128 discharges

2021 Budget

		% change from 2020
Primary/Urgent Care 460,219 visits		+22.5%
Specialty Care 465,577 visits		+12.0%
71,859 treatments		+9.7%
13,800 procedures		+82.6%
Preventive Care/School-Based Clinics 60,708 visits		+46.2%
Mammography 30,488 procedures		+11.4%
UH Emergency Care 103,495 visits		+17.4%
University Hospital 31,857 discharges		+13.3%

Note: This chart depicts activity by location. Counts are Visits unless otherwise noted.

Rev 10/23/2020

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But..... the Hospital is the Economic Engine

% of Volume

Ambulatory & All Other OP Volume: 75%

OP Hospital: 22%

Hospital IP Discharges: 3%

Hospital Volume, IP & OP: 25%

OP Hospital: (ER, OBS, Surgery)

19% — OP Ambulatory, Pharmacy, UMA, & All Other OP Svcs

21% — Hospital OP (ER, OBS, OR, Diagnostics, & Hospital located clinics)

Hospital IP Revenue: 60%

% Net Patient Revenue

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Burden of Out-of-County Uninsured
By County Map

$29.6M in Uncompensated Costs for 2018

Dealing with COVID-19 Stress
Looking for Danger Signs

- Proning has become standard of care for patients with lungs damaged by COVID-19. Laying a patient on their stomach limits the opportunity to see and know them.

- Teams round on room after room, with patients laying on their stomachs. They begin to all look alike.

- "I'm hearing more and more how people are struggling with this and am worried about all as this unfolds and folks get tired." *Jennifer LaCoss, MD, Medical Director, Palliative Care*

- Dehumanization is followed by demoralization of the care teams.

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Valuing the Caregivers

- Increased health worker counseling services
- Opened "Recharge Rooms" on each unit for staff to decompress
- Employed *locum tenens* and traveling nurses to give staff time off
- Assured salary support for staff sent home

Paying it Forward during COVID

Paying it Forward during COVID ….2.0

Please call me:

Nur Ullah

University Health

The people that know me best and what they say:
Very loving and humble person, likes to help people around him who need a hand, loves kids

These are things that I love to do:
Fishing, cooking for my family

These are things I have done in my life:
Helped my daughter take care of my granddaughter financially and by being a father figure for her

These are the things I am most proud of:
Being a dad and a grandad
spoiling my daughter and grandaughter

What matters most to me:
My family

A Picture Is Worth a Thousand Words: Using Storyboards to Humanize the COVID-19 ICU Experience - American College of Chest Physicians (chestnet.org)

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Responding to COVID-19

- Developed more than 35 videos as well as hundreds of news and social media stories to be a trusted source of information. E.g., **#WhyIWearAMaskSA** campaign.

- Stood up a smartphone app with real-time updates on COVID-19 information.

- Deployed staff to conduct screenings and COVID-19 testing of all persons at Bexar County detention facilities. To date more than 12,500 COVID-19 PCR tests have been administered.

- Held multiple blood drives to ensure adequate supplies during the lock-down. Conducted 5 flu vaccine drives to reduce flu spread.

- Accelerated telemedicine and telephonic visits. Over 150,000 conducted in the last 12 months

#WhyIWearAMaskSA

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Pivoting to Vaccinations

- Leading in vaccine administration
- Partnering with others fill gaps
- Over 175,000 doses administered

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Legislative Policy Considerations

- <u>Behavioral health access</u> must be a priority for Texas to address the increased stress of COVID, job insecurity and school closures.

- Because of COVID, interest in health carriers is high...<u>Fund</u> innovation and strategies to grow the next generation of health professionals.

- Each community is different but the ability to pivot and respond to a public health emergency must be robust. Existing <u>public health structures and paradigms need to be re-evaluated and resourced</u> to address pandemics.

- Telemedicine is here to stay. We need to address <u>broadband access</u> to all sectors of the community. Lack of access to broadband magnifies health care inequities.

- It's time to design <u>a Medicaid option</u> for needy Texans.

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